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IN ASSOCIATION WITH HIS COLLEAGUES

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President Harper was by nature and training a leader. Few men of his generation have possessed in larger measure than he those qualities which mark one as made for captaincy, and which make other men willing and glad to enlist under his leadership. But his leadership was always genial, never magisterial. Men followed him instinctively and from preference, not under compulsion. He understood men, he appreciated what was best in them, he loved companionship; his horizon was broad, and his insight keen; he was hopeful, courageous to the point of daring, persistent and self-sacrificing. Withal he was intensely human. His best friends and warmest admirers recognized his faults. But they were the faults of a strong man, fighting a strenuous battle in an imperfect world. None of them was the fault of a weakling, and none of them sprang from self-seeking. In all his ambitions he never intentionally injured another, sought always those things that were helpful to others.

Dr. Harper was eminently a companionable man. He loved his fellows, and he loved to associate them with himself in work and in play, in planning and in executing. In the multitude of those enterprises in which he engaged as President of the University of Chicago, and of its Divinity School, as head of the department of Semitic languages, as editor of the journals with which he was connected, in the conduct of the American Institute of Sacred Literature, he delighted to work in association with others. Even in his study he enjoyed the fellowship of another mind, and in authorship associated himself with others, dividing work and responsibility with them. With a keen discernment of the ability and character of other men, which enabled him to recognize the particular work which each was adapted to accomplish, his judgments were characteristically those of appreciation, not of depreciation. He usually rated a man higher than the man himself did, and believed him capable of larger things than he

would himself have undertaken. As a rule, the outcome justified his faith. And if sometimes the future belied his judgment, if sometimes a man proved unworthy of the confidence reposed in him, this testified rather to President Harper's healthy faith in humanity than to a judgment habitually faulty.

It was in no small measure this appreciative discernment of the peculiar strength of individual men that enabled him to associate with himself in the various departments of the University, and the varied forms of his activity, men of widely diverse temperament, tastes, and even convictions. With each of them he had his point of contact and sympathy. And men who would never have been drawn into co-operation by any attraction for one another found themselves able, through their common relations to Dr. Harper, harmoniously to co-operate for a common end.

He was particularly successful in developing the abilities and ambitions of younger men. He would talk with them at length concerning the possibilities of their own particular line of work and career, often outlining plans that would require years to accomplish. Sometimes the young man himself failed to perceive the necessity of the time element, and grew impatient at the President's apparent failure to bring about the fulfilment of his own prophecies. With the man of real ability and promise he had all the patience and faithfulness of a father in correcting mistakes and imparting ideals and inspiration.

No one who has had the experience of being a member of one of those groups of men, sometimes large, often small, that gathered in the President's office or study, to confer and plan together with the least possible formality, will ever forget how under his leadership horizons were broadened, impossible tasks became wholly practicable, and hard work a pleasure.

Most fertile in suggestion of new plans himself, most original in devising new methods of work, he was at the same time most hospitable toward every suggestion put forth by his associates, and quick to express appreciation of it. Most ready to discard an old and favorite method of accomplishing a result, when that method had outlived its usefulness or could be displaced by a better one; most keen to perceive any change in conditions, demanding a corresponding change in means or methods, he yet welcomed the sharpest criti-

cism of new plans, and carefully weighed every objection. Invincibly persistent when he was sure that he was right, willing to wait weeks, months, years, if need be, for the fulfilment of his plans and his dreams, but never willing to admit that what ought to be could not be, there was yet nothing of obstinacy in him. The mere fact that another disagreed with him, though that other was his warmest friend, or one for whose opinions he had most respect, could not change his own opinion, had little effect indeed upon that opinion. But he could be dissuaded from immediate action by the dissenting judgment of others, and argument or reconsideration sometimes led to a real change of mind.

Nothing was more characteristic of Dr. Harper, nothing more clearly marked him for leadership, than the largeness and boldness of the plans that shaped themselves in his mind and often came to expression in informal conferences with his colleagues. The demand thus made upon those who were associated with him was large, but it was never a mere imposition of burdens upon others. He always insisted upon taking a full share of the load himself, and showed a real appreciation of what he was asking of others. If the great burdens that he bore sometimes made it impossible for him to perform all that he undertook, or if plans in which others took a share with him sometimes had to be postponed again and again from sheer lack of time or of opportunity to carry them out, he never despaired, but cheerfully set forward the date for the achievement of the effort, and pressed resolutely and hopefully forward.

A man of large ambitions, he was singularly free from self-seeking. For the University, for the Institute of Sacred Literature, for the Religious Education Association, for the journals which he edited, for all these he had great hopes and great ambitions. To these, and the other agencies through which he could serve his fellow-men, he gave himself in reckless self-forgetfulness and generous self-sacrifice.

To work with such a leader was an education in all that makes for noble leadership. To have worked with him is a precious memory, and an inspiration to live earnestly and generously while life lasts.